MANITOBA

ILLUSTRATION OF SUPPLEMENTARY INFORMATION FOR LEGISLATIVE REVIEW

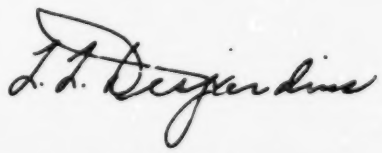
DEPARTMENT OF FITNESS, RECREATION AND SPORT 1983-84 ESTIMATES

PREFACE

THIS DOCUMENT HAS BEEN PRODUCED BY THE DEPARTMENT OF FITNESS, RECREATION AND SPORT AS A SUPPLEMENT TO THEIR 1983-84 PRINTED MAIN ESTIMATES. IT IS INTENDED TO PROVIDE FURTHER BACKGROUND INFORMATION ON THE DEPARTMENT TO COMPLEMENT THE INFORMATION ALREADY CONTAINED IN THE PRINTED MAIN ESTIMATES. IT IS HOPED THIS ADDITIONAL INFORMATION WILL ASSIST MEMBERS OF THE LEGISLATURE IN THEIR REVIEW OF THE DEPARTMENT'S ESTIMATES.

THE CONTENTS OF THIS SUPPLEMENT ARE ORGANIZED INTO THREE PARTS. THE FIRST PART PROVIDES AN OVERVIEW OF THE DEPARTMENT'S 1983-84 BUDGET REQUIREMENTS. THE SECOND PART PROVIDES FINANCIAL ANALYSIS INCLUDING DETAILS OF STAFFING REQUIREMENTS AND EXPENDITURES. THE INFORMATION IN PART TWO IS ORGANIZED ON THE BASIS OF EXISTING MAIN APPROPRIATIONS SO AS TO PROVIDE AN EASY CROSS-REFERENCE TO THE 1983-84 PRINTED MAIN ESTIMATES. PART THREE PROVIDES A FOUR YEAR HISTORICAL ANALYSIS OF DEPARTMENTAL SPENDING AND STAFFING REQUIREMENTS.

THIS DOCUMENT HAS BEEN PROVIDED ON A TRIAL BASIS TO ASSESS ITS MERITS IN ASSISTING MEMBERS OF THE LEGISLATURE IN THE REVIEW OF THE 1983-84 PRINTED MAIN ESTIMATES. IT IS HOPED THAT THIS DOCUMENT WILL PROVE TO BE A MEANINGFUL INFORMATION SUPPLEMENT AND WILL CONTINUE TO IMPROVE WITH THE INPUT OF THOSE WHO USE THE INFORMATION. THE DEPARTMENT OF FITNESS, RECREATION AND SPORT WOULD THEREFORE WELCOME ANY THOUGHTS AS TO THE APPROPRIATENESS OF THIS SUPPLEMENTARY INFORMATION.



HONOURABLE L. L. DESJARDINS
MINISTER OF FITNESS, RECREATION
AND SPORT.

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PART 1
DEPARTMENTAL OVERVIEW

DEPARTMENT OF FITNESS, RECREATION AND SPORT

The Department of Fitness, Recreation and Sport originated in 1962 as the Fitness and Amateur Sport Branch under the jurisdiction of the Department of Welfare. Prior to 1978 the majority of the Department was located in the Department of Tourism, Recreation and Cultural Affairs. In November of 1978 the Recreation Division was amalgamated with the Sport and Fitness Branch, then of the Department of Health and Welfare. Since 1978 the Department has functioned as the Department of Fitness, Recreation and Sport under the mandate of the "Act Representing Fitness and Amateur Sport".

The Department's role and mission is "to assist Manitobans to become involved in leisure time pursuits of their choosing which will have a positive effect on the social, physical and mental well being of Manitobans".

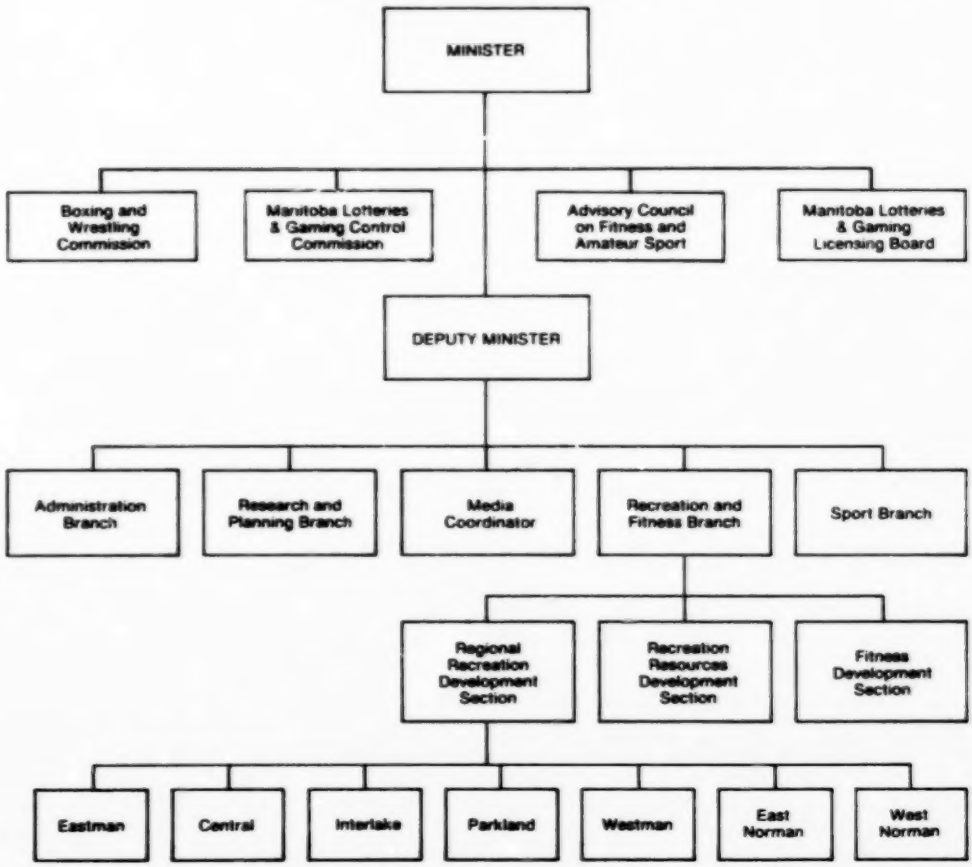
The Department of Fitness, Recreation and Sport consists of four main branches being Sport, Administration, Recreation and Fitness, and Research and Planning. The Recreation and Fitness Branch remains community based and is made up of the:

a) Fitness Development Section,
b) Recreation Resources Development Section, and the
c) Regional Recreation Development Section.

DEPARTMENT OF FITNESS, RECREATION AND SPORT

SCHEDULE 1

ORGANIZATION CHART



SCHEDULE 2

STATUTORY RESPONSIBILITIES OF THE MINISTER OF FITNESS, RECREATION AND SPORT

The Fitness & Amateur Sport Act
The Boxing & Wrestling Commission Act
The Lotteries Act

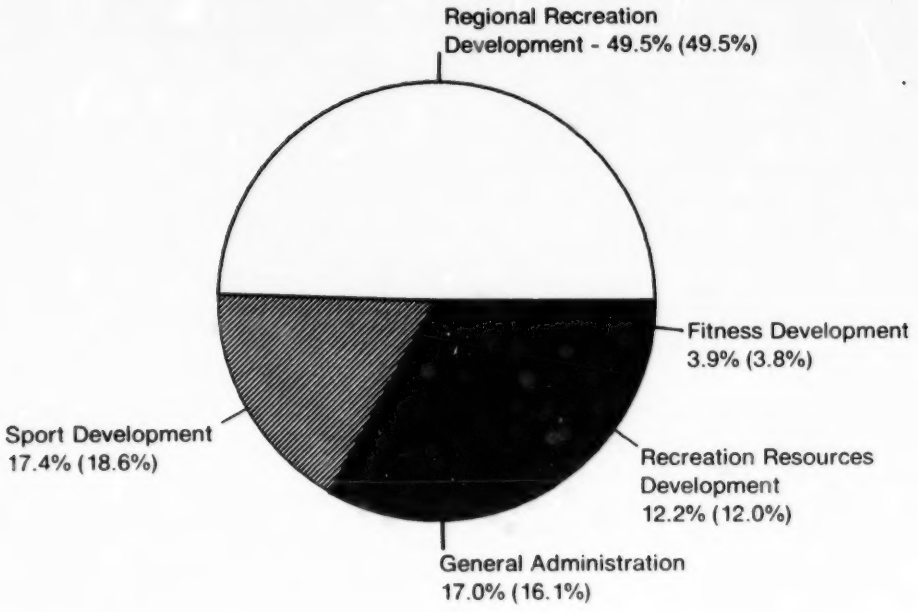
SCHEDULE 3

DEPARTMENT OF FITNESS, RECREATION AND SPORT EXPENDITURE SUMMARY BY APPROPRIATION

		Adjusted Vote 1982/83	Year Ending March 31, 1984
1.	General Administration	$ 683,400	$ 515,900
2.	Fitness, Recreation and Sport	2,337,800	2,527,400
	TOTAL DEPARTMENT OF FITNESS, RECREATION AND SPORT	$3,021,200	$3,043,300

SCHEDULE 4

Department of Fitness, Recreation and Sport
1983/84 Main Estimates of Expenditure
Percentage Distribution
By Operating Program
With Comparative Previous Year in ( )



SCHEDULE 5

DEPARTMENT OF FITNESS, RECREATION AND SPORT
EXPENDITURE SUMMARY
BY MAJOR ELEMENT

Element	Adjusted Vote 1982-83	Year Ending March 31, 1984
Salaries	$1,616,700	$1,814,300
Other Expenditures	744,700	569,200
Grant Assistance	659,800	659,800
TOTAL DEPT. OF FITNESS RECREATION AND SPORT	$3,021,200	$3,043,300

SCHEDULE 6

DEPARTMENT OF FITNESS, RECREATION AND SPORT
STAFF YEAR SUMMARY
BY APPROPRIATION

Res. No.	Appro. No.	Division/Program	Adjusted Vote 1982/83 SY	Adjusted Vote 1982/83 Salaries	Year Ending March 31, 1984 SY	Year Ending March 31, 1984 Salaries
80	**24-1**	**General Administration**				
	24-1(a)	Minister's Salary	.26	$ 10,300	.26	$ 9,800
	24-1(b)	Departmental Administration	5.00	137,400	4.00	153,300
	24-1(c)	[1]Administrative Services	7.00	147,000	7.00	193,100
	24-1(d)	[1]Research & Planning	3.00	104,500	3.00	123,400
	24-1(e)	[2]Lotteries & Gaming Licensing Board	5.26	127,100	—	—
		Total — General Administration	21.00	$ 526,300	14.26	$ 479,600
81	**24-2**	**Fitness, Recreation and Sport**				
	24-2(a)	Divisional Administration	3.00	$ 83,300	3.00	$ 102,500
	24-2(b)	Regional Recreation Development	25.00	590,800	25.00	730,300
	24-2(c)	Recreation Resources Development	8.30	212,000	8.00	249,600
	24-2(d)	Fitness Development	3.00	75,500	3.00	92,300
	24-2(e)	Sport Development	5.00	128,800	5.00	160,000
		Total — Fitness, Recreation and Sport	44.30	$1,090,400	44.00	$1,334,700
		TOTAL DEPARTMENT	65.30	$1,616,700	58.26	$1,814,300

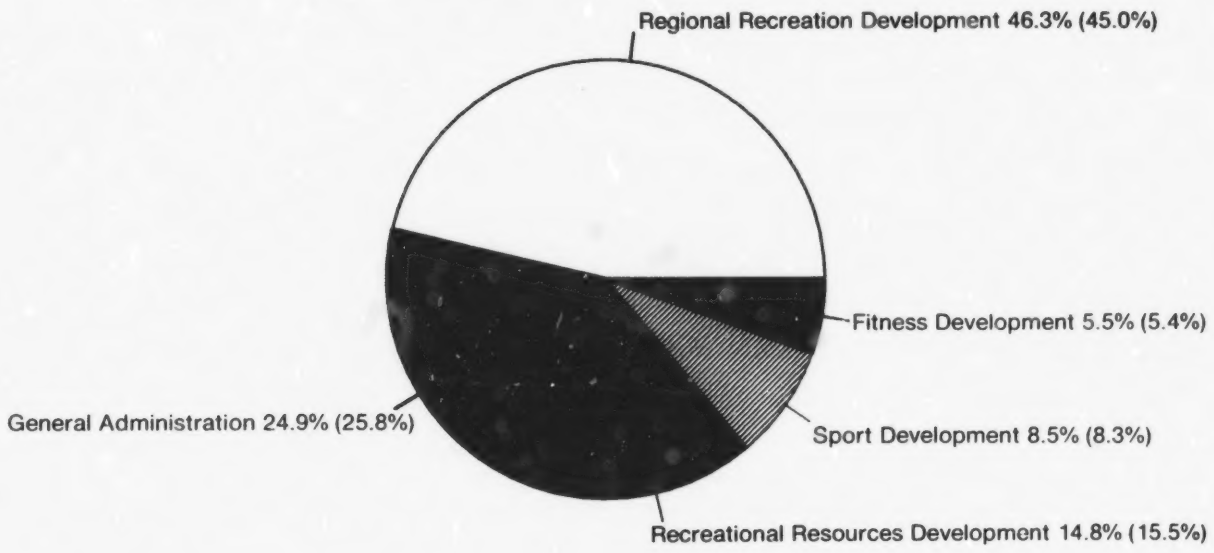
NOTES

[1]Services shared with the Department of Cooperative Development. (Total costs shown).

[2]For the 1983-84 fiscal year, the Lotteries & Gaming Licensing Board and the Lotteries & Gaming Control Commission will be combined forming the new Lotteries Foundation. All expenditures relative to the Foundation will be paid from revenues earned by the Foundation through lotteries and licensing of games.

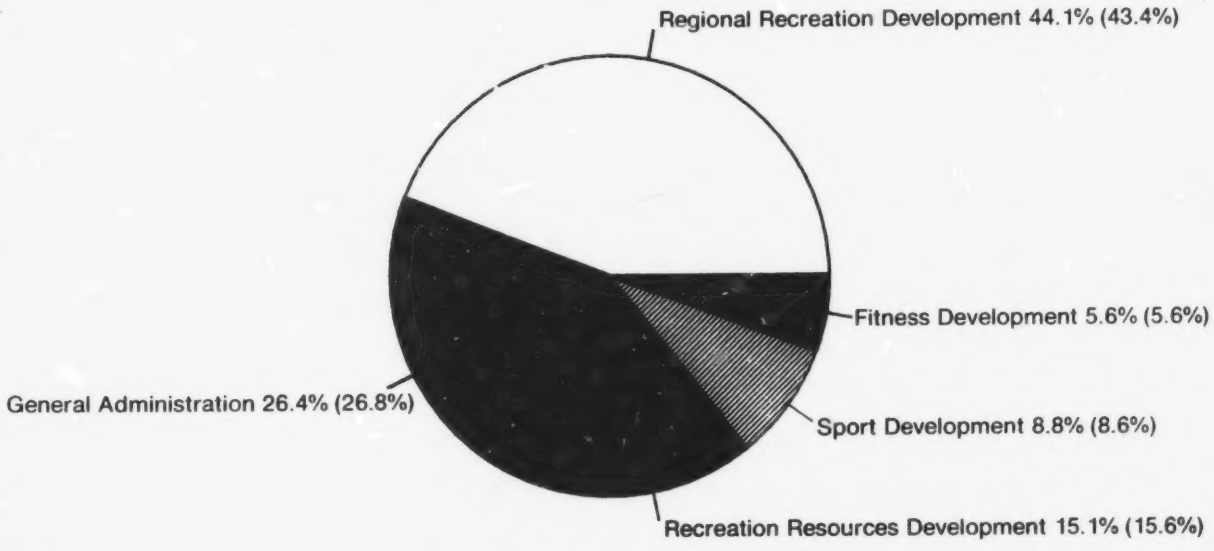
SCHEDULE 7

Department of Fitness, Recreation and Sport
1983/84 Staff Year Summary
Percentage Distribution of Staff Years
By Operating Program
With Comparative Previous Year in ( )


Regional Recreation Development 46.3% (45.0%)
Fitness Development 5.5% (5.4%)
Sport Development 8.5% (8.3%)
Recreational Resources Development 14.8% (15.5%)
General Administration 24.9% (25.8%)

SCHEDULE 8

Department Of Fitness, Recreation and Sport
1983/84 Staff Year Summary
Percentage Distribution Of Salaries
By Operating Program
With Comparative Previous Year in ( )


Regional Recreation Development 44.1% (43.4%)
Fitness Development 5.6% (5.6%)
Sport Development 8.8% (8.6%)
Recreation Resources Development 15.1% (15.6%)
General Administration 26.4% (26.8%)

SCHEDULE 9

DEPARTMENT OF FITNESS, RECREATION AND SPORT
1983/84 STAFF YEAR SUMMARY
BY STAFF CATEGORY

Program	Staff Categories							
	Managerial		Professional		Clerical		Total	
	SY	$	SY	$	SY	$	SY	$
Departmental Administration	1.26	77,400	1.00	40,500	2.00	45,200	4.26	163,100
Administrative Services	1.00	46,000	2.00	68,300	4.00	78,800	7.00	193,100
Research & Planning	1.00	46,000	2.00	77,400			3.00	123,400
Divisional Administration	1.00	52,400	1.00	29,200	1.00	20,900	3.00	102,500
Regional Recreation Dev.	1.00	41,900	16.00	527,500	8.00	160,900	25.00	730,300
Recreation Resources Dev.	1.00	42,000	5.00	168,000	2.00	39,600	8.00	249,600
Fitness Development	1.00	38,200	1.00	36,500	1.00	17,600	3.00	92,300
Sport Development	1.00	48,100	2.00	72,200	2.00	39,700	5.00	160,000
TOTAL	8.26	392,000	30.00	1,019,600	20.00	402,700	58.26	1,814,300

PART 2
DETAILED FINANCIAL INFORMATION

Adjusted Vote 1982-83	Department of Fitness, Recreation and Sport (XXIV)		Year Ending March 31, 1984
	DEPARTMENT SUMMARY		
$ 683,400	1.	General Administration	$ 515,900
2,337,800	2.	Fitness, Recreation and Sport	2,527,400
$3,021,200*		**TOTAL FOR FITNESS, RECREATION and SPORT**	$3,043,300

*RECONCILIATION STATEMENT

Details	1982-83 Estimate
1982-83 Main Estimates	$2,553,600
Supplementary Supply for General Salary Increase	
Northern Development Agreement	93,500
— Transfer from Northern Agreement	291,300
— Transfer from Enabling Vote	72,800
Transfer from Community Services	10,000
1982-83 Adjusted Vote	$3,021,200

Adjusted Vote 1982-83	Appro. No.	Fitness, Recreation and Sport (XXIV) Details of Appro.	Year Ending March 31, 1984	Resolution No.
$683,400	1.	**GENERAL ADMINISTRATION**	$515,900	80
		• Provides for overall policy direction of the department.		
		• Provides administrative support to the department, its boards and agencies.		
		• Provides research & planning services to the department, its board and agencies.		
				Reference Number
$ 10,300	(a)	Minister's Salary	$ 9,800	1
162,400	(b)	Departmental Administration	171,300	2
162,500	(c)	Administrative Services	205,700	3
112,000	(d)	Research & Planning	129,100	4
236,200	[1](e)	Lotteries & Gaming Licensing Board	—	
$683,400			$515,900	

NOTES

[1]For the 1983-84 fiscal year, the Lotteries & Gaming Licensing Board and the Lotteries & Gaming Control Commission will be combined forming the new Lotteries Foundation. All expenditures relative to the Foundation will be paid from revenues earned by the Foundation through lotteries and licensing of games.

REFERENCE NO. 1

MINISTER'S SALARY

- Provides for one-half of the Minister's salary with the balance provided for in the Estimates of the Department of Health.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
.26	10,300	PERSONNEL	.26	9,800

REFERENCE NO. 2

DEPARTMENTAL ADMINISTRATION

- Advises the Minister on matters relating to Fitness, Recreation and Sport.
- Provides overall policy direction for departmental programs.
- Provides ongoing public awareness of departmental programs.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	54,700	Managerial	1.00	67,600
1.00	30,500	Professional	1.00	40,500
3.00	52,200	Clerical	2.00	45,200
5.00	137,400	Total Personnel	4.00	153,300
		OTHER EXPENDITURES		
	800	Furniture and Furnishings — Office		800
	2,800	Printing and Stationery Supplies		2,800
	1,800	Postage, Telephone and Telegraph		2,000
	5,000	Automobiles		5,000
	600	Publications		400
	8,000	Travelling		4,500
	6,000	Miscellaneous		2,500
	25,000	Total Other Expenditures		18,000
	162,400	TOTAL EXPENDITURES		171,300

REFERENCE NO. 3

ADMINISTRATIVE SERVICES

- Carries out the administrative, personnel and accounting requirements of the department, its boards and its agencies.
- Monitors departmental activities to ensure compliance with administrative and financial directives and policies.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	34,400	Managerial	1.00	46,000
2.00	47,300	Professional	2.00	68,300
4.00	65,300	Clerical	4.00	78,800
7.00	147,000	Total Personnel	7.00	193,100
		OTHER EXPENDITURES		
	1,000	Furniture and Furnishings		1,000
	4,000	Printing and Stationery Supplies		2,500
	2,200	Postage, Telephone and Telegraph		2,500
	5,000	Computer Related		4,500
	500	Publications		300
	2,000	Travelling		1,000
	800	Educational Assistance		800
	15,500	Total Other Expenditures		12,600
	162,500	TOTAL EXPENDITURES		205,700

REFERENCE NO. 4

RESEARCH AND PLANNING

- Provides specialized research services to the department, its boards and agencies.
- Assists in organizational development and long range planning.
- Assists in planning and evaluating departmental programs and activities.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	35,900	Managerial	1.00	46,000
2.00	68,600	Professional	2.00	77,400
3.00	104,500	Total Personnel	3.00	123,400
		OTHER EXPENDITURES		
	500	Furniture and Furnishings — Office		500
	1,000	Printing and Stationery Supplies		700
	1,000	Postage, Telephone and Telegraph		1,000
	1,500	Computer Related		1,000
	1,000	Automobile		700
	500	Publications		300
	2,000	Travelling		1,500
	7,500	Total Other Expenditures		5,700
	112,000	TOTAL EXPENDITURES		129,100

Adjusted Vote 1982-83	Appro. No.	Fitness, Recreation and Sport (XXIV) Details Of Appro.	Year Ending March 31, 1984	Resolution No.
$2,337,800	2.	**FITNESS, RECREATION AND SPORT**	$2,527,400	81

- Offers consultative services that encourage and promote the development of leisure time activities in the community.
- Provides resources and training opportunities to support the development of leisure time activities.
- Encourages Manitobans to adopt a lifestyle that will improve their personal physical fitness level.
- Assists provincial sport associations, groups and agencies in providing opportunities for Manitobans to participate in sporting activities of their choice at their own desired level of skill.

				Reference Number
$ 98,600	(a)	Divisional Administration	$ 116,300	1
1,306,100	(b)	Regional Recreation Development	1,419,500	2
316,000	(c)	Recreation Resources Development	349,900	3
99,600	(d)	Fitness Development	111,700	4
517,500	(e)	Sport Development	530,000	5
$2,337,800			$2,527,400	

REFERENCE NO. 1

DIVISIONAL ADMINISTATION

- Provides for the necessary planning, organizing, directing and controlling to ensure the effective operation of the Division.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	42,100	Managerial	1.00	52,400
1.00	24,100	Professional	1.00	29,200
1.00	17,100	Clerical	1.00	20,900
3.00	83,300	Total Personnel	3.00	102,500
		OTHER EXPENDITURES		
	700	Fees		1,500
	500	Furniture and Furnishings - Office		500
	3,000	Printing and Stationery Supplies		3,000
	2,000	Postage, Telephone and Telegraph		3,000
	1,900	Automobile		2,000
	500	Advertising and Exhibits		500
	300	Publications		300
	200	Freight, Express and Cartage		200
	4,900	Travelling		2,500
	400	Educational Assistance		300
	900	Transportation other than Employees		—
	15,300	Total Other Expenditures		13,800
	$98,600	TOTAL EXPENDITURES		$116,300

REFERENCE NO. 2

REGIONAL RECREATION DEVELOPMENT

- Assists communities and districts in planning and managing new leisure time activities and enhancing existing activities.
- Provides training opportunities for individuals interested in developing and improving recreation programs in their communities.
- Provides an awareness of recreation program diversity through demonstrations, conferences and public education.
- Provides financial assistance to recreation districts for the purpose of hiring fulltime recreation directors.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	34,700	Managerial	1.00	41,900
16.00	130,200	Professional	16.00	527,500
8.00	425,900	Clerical	8.00	160,900
25.00	590,800	Total Personnel	25.00	730,300
		OTHER EXPENDITURES		
	163,600	Fees		129,700
	900	Rentals - Office Space		900
	6,100	Furniture and Furnishings — Office		6,200
	32,000	Printing and Stationery Supplies		30,500
	38,800	Postage, Telephone and Telegraph		40,300
	2,400	Equipment other than Medical		1,200
	38,600	Automobiles		49,800
	6,500	Advertising and Exhibits		3,200
	800	Publications		1,800
	3,400	Freight, Express and Cartage		1,200
	48,400	Travelling		50,700
	6,100	Miscellaneous		3,100
	—	Clothing		1,000
	2,000	Educational Assistance		4,400
	10,100	Fees — Citizens		12,900
	9,700	Subsistence		7,000
	41,900	Transportation other than Employees		41,300
	411,300	Total Other Expenditures		385,200
		GRANT ASSISTANCE		
	304,000	Grants to Recreation Districts for fulltime recreation directors		304,000
	1,306,100	TOTAL EXPENDITURES		1,419,500

REFERENCE NO. 3

RECREATION RESOURCES DEVELOPMENT

- Offers consultative services to communities, groups, agencies and individuals in specialized areas such as facilities development and maintenance, leadership training, programming for the handicapped, and special projects and events.
- Promotes awareness of new concepts in recreational programming.
- Provides a resource centre of printed material, films, and audio-visual equipment to assist in the development and delivery of recreation programs.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	34,700	Managerial	1.00	42,000
5.30	146,400	Professional	5.00	168,000
2.00	30,900	Clerical	2.00	39,600
8.30	212,000	Total Personnel	8.00	249,600
		OTHER EXPENDITURES		
	5,200	Fees		500
	1,000	Furniture and Furnishings — Office		1,000
	16,000	Printing and Stationery Supplies		16,000
	7,000	Postage, Telephone and Telegraph		7,400
	5,000	Equipment other than Medical, Automobile and Computer		2,400
	5,300	Computer Related		3,000
	8,000	Automobiles		8,000
	500	Advertising and Exhibits		700
	5,500	Publications		8,200
	1,000	Freight, Express and Cartage		1,000
	10,000	Travelling		12,600
	1,000	Miscellaneous		1,000
	2,000	Educational Assistance		2,000
	1,500	Transportation other than Employees		1,500
	69,000	Total Other Expenditures		65,300
		GRANT ASSISTANCE		
	25,000	City of Winnipeg		25,000
	10,000	Manitoba Special Olympics		10,000
	35,000	Total Grant Assistance		35,000
	316,000	TOTAL EXPENDITURES		349,900

REFERENCE NO. 4

FITNESS DEVELOPMENT

- Provides consultative services, leadership training and resource material to encourage the improvement of the physical fitness levels of Manitobans.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	31,400	Managerial	1.00	38,200
1.00	29,900	Professional	1.00	36,500
1.00	14,200	Clerical	1.00	17,600
3.00	75,500	Total Personnel	3.00	92,300
		OTHER EXPENDITURES		
	5,700	Fees		5,100
	300	Rentals — Office		400
	600	Furniture and Furnishings — Office		500
	5,000	Printing and Stationery Supplies		5,100
	1,500	Postage, Telephone and Telegraph		1,500
	4,000	Equipment other than Medical, Automobile and Computer		1,400
	1,700	Automobiles		1,500
	1,500	Advertising and Exhibits		500
	1,000	Publications		1,100
	500	Freight, Express and Cartage		500
	1,000	Travelling		500
	300	Miscellaneous		300
	500	Educational Assistance		500
	500	Subsistence		500
	24,100	Total Other Expenditures		19,400
	99,600	TOTAL EXPENDITURES		111,700

REFERENCE NO. 5

SPORT DEVELOPMENT

- Provides consultative services, human resources development, community program development and financial support to assist sport associations, groups and agencies in providing opportunities to Manitobans to participate in sporting activities of their choice and at their own desired level of skill.

Adjusted Vote 1982-83			Year Ending March 31, 1984	
SY	$		SY	$
		PERSONNEL		
1.00	39,700	Managerial	1.00	48,100
2.00	58,100	Professional	2.00	72,200
2.00	31,000	Clerical	2.00	39,700
5.00	128,800	Total Personnel	5.00	160,000
		OTHER EXPENDITURES		
	14,800	Fees		10,500
	7,000	Furniture and Furnishings — Office		5,000
	10,200	Printing and Stationery Supplies		6,500
	6,800	Postage, Telephone and Telegraph		7,700
	5,300	Automobiles		5,300
	3,500	Advertising and Exhibits		3,500
	5,700	Travelling		6,700
	7,400	Miscellaneous		1,000
	7,200	Transportation other than Employees		3,000
	67,900	Total Other Expenditures		49,200
		GRANT ASSISTANCE		
	320,800	Grants to Provincial Sport Associations for clinics and travel to championships		320,800
	$517,500	TOTAL EXPENDITURES		$530,000

PART 3
HISTORICAL INFORMATION

DEPARTMENT OF FITNESS, RECREATION AND SPORT
FOUR YEAR EXPENDITURE AND STAFFING
SUMMARY BY APPROPRIATION ($000)
FOR THE YEARS ENDING MARCH 31, 1981 TO MARCH 31, 1984

PROGRAM	ACTUAL EXPENDITURES 1980-81 SY	ACTUAL EXPENDITURES 1980-81 $	ACTUAL EXPENDITURES 1981-82 SY	ACTUAL EXPENDITURES 1981-82 $	ADJUSTED VOTE 1982-83 SY	ADJUSTED VOTE 1982-83 $	YEAR ENDING MARCH 31, 1984 SY	YEAR ENDING MARCH 31, 1984 $
1. GENERAL ADMINISTRATION								
Departmental Administration	5.26	165.5	6.08	201.0	5.26	172.7	4.26	181.1
Administrative Services	7.00	140.1	6.46	158.0	7.00	162.5	7.00	205.7
Research & Planning	2.46	85.8	3.00	100.4	3.00	112.0	3.00	129.1
Total for General Administration	15.20	$ 391.4	16.02	$ 459.4	15.26	$ 447.2	14.26	$ 515.9
2. FITNESS, RECREATION AND SPORT								
Divisional Administration	3.00	91.3	2.24	88.0	3.00	98.6	3.00	116.3
Regional Recreation Dev.	24.06	1,059.4	24.28	1,152.7	25.00	1,306.1	25.00	1,419.5
Recreation Resources Dev.	7.18	223.8	7.26	247.3	8.30	316.0	8.00	349.9
Fitness Development	2.40	81.5	3.00	95.0	3.00	99.6	3.00	111.7
Sport Development	4.00	426.3	5.00	470.5	5.00	517.5	5.00	530.0
Total for Fitness, Recreation and Sport	41.12	$1,882.3	42.26	$2,053.5	44.30	$2,337.8	44.00	$2,527.4
TOTAL FOR DEPARTMENT	56.32	$2,273.7	58.28	$2,512.9	[1]60.04	[2]$2,785.0	58.26	$3,043.3

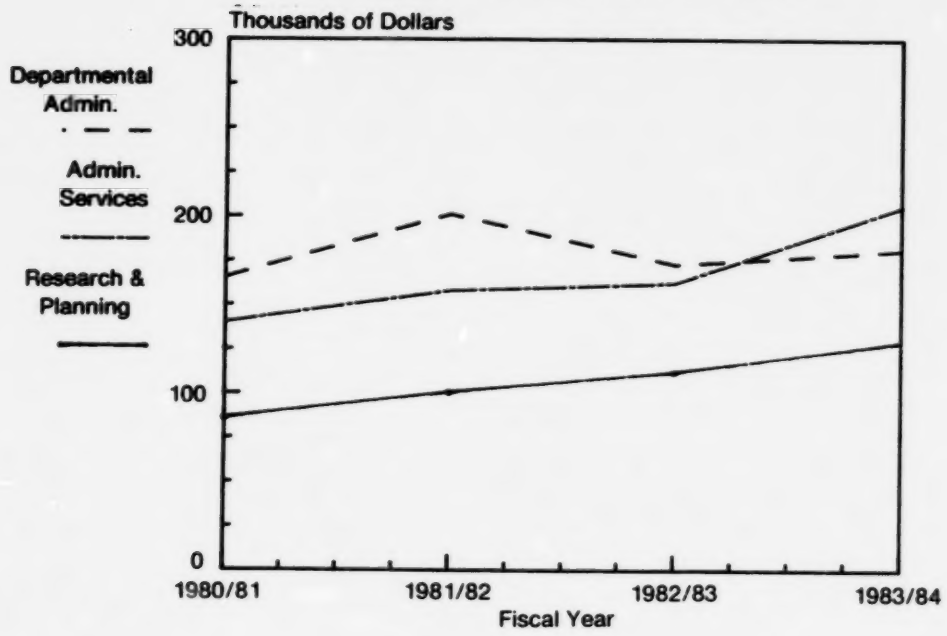
NOTES

[1]Does not include 5.26 SY's for the Lotteries & Gaming Licensing Board.

[2]Does not include $236,200 in expenditures for the Lotteries & Gaming Licensing Board.

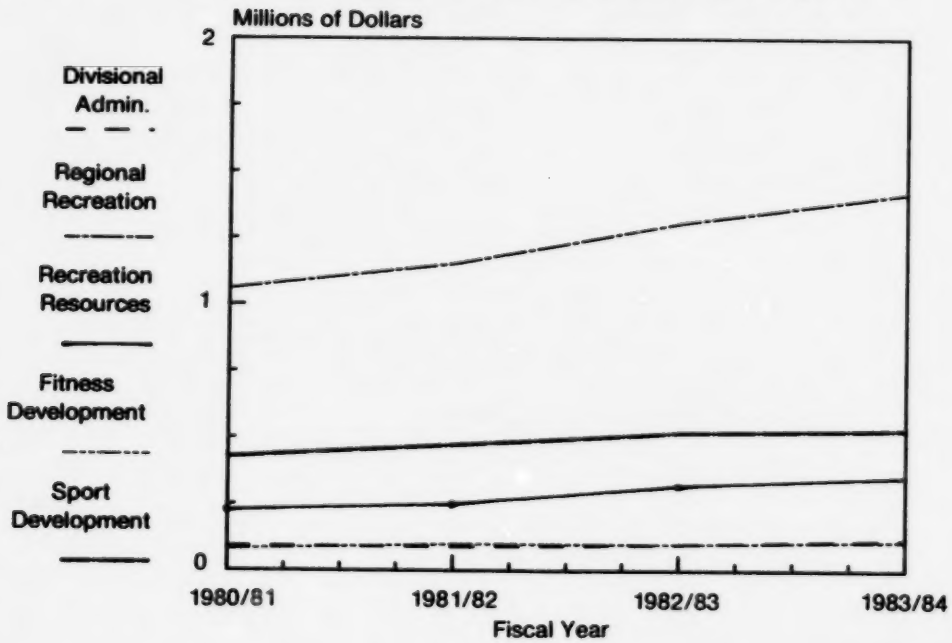
APPENDIX 2

Department of Fitness, Recreation and Sport
Four Year Expenditure History
By Appropriation - General Administration

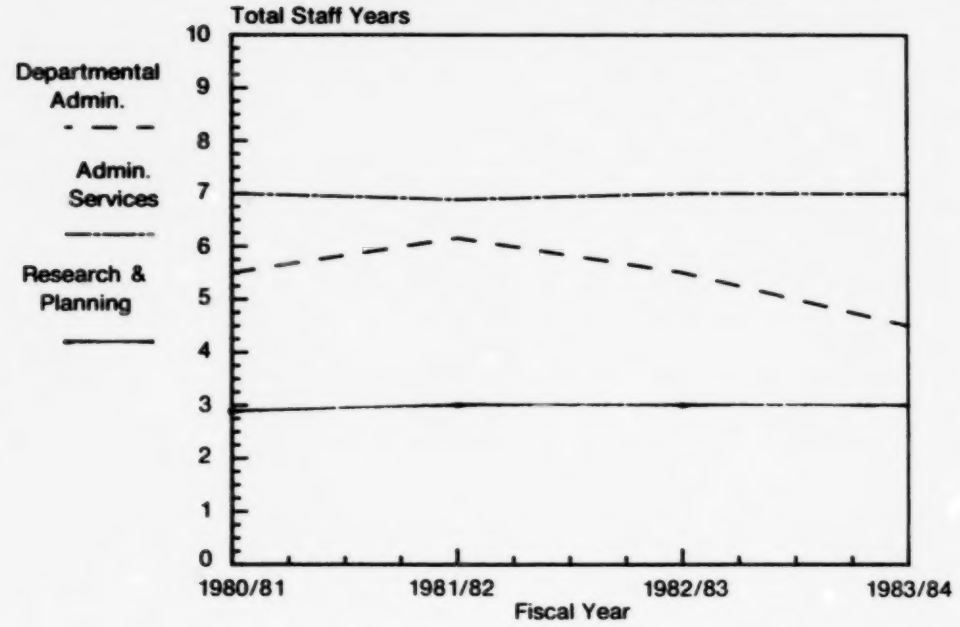


APPENDIX 3

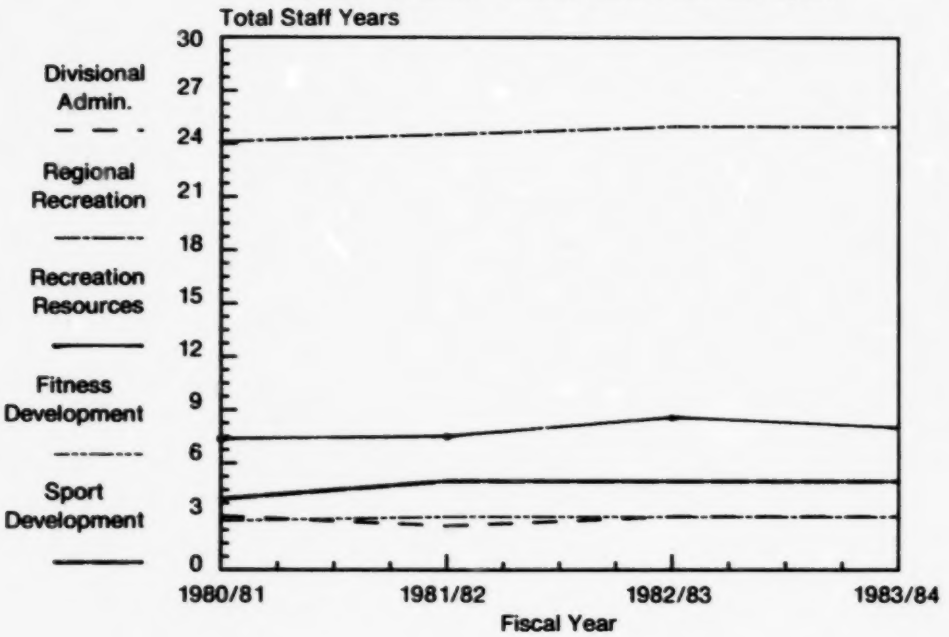
Department of Fitness, Recreation and Sport
Four Year Expenditure History
By Appropriation - Fitness, Recreation and Sport



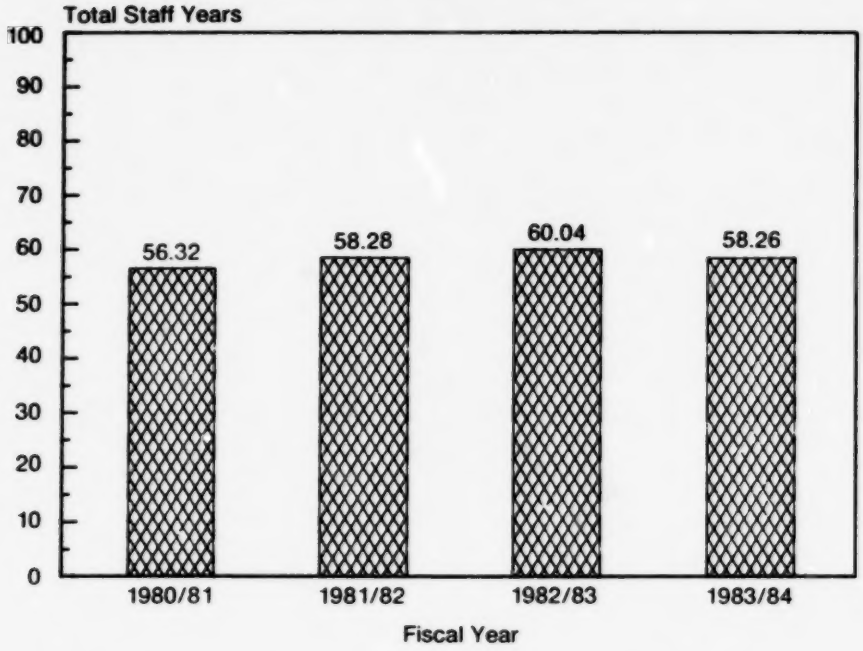
Department of Fitness, Recreation and Sport
Four Year Staff History
By Appropriation - General Administration



Department of Fitness, Recreation and Sport
Four Year Staff History
By Appropriation - Fitness, Recreation and Sport



Department of Fitness, Recreation and Sport
Four Year Staff History



POOR

QUALITY

ORIGINAL